



# ***CHARTING THE COURSE NAVIGATING TO THE FUTURE***



## **Key Roles**

- Setting the Example
- Setting Direction
- Educating Others

*.....Towards Establishing Systematic Processes*



*Presented by:  
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# LEADERSHIP OPERATING GUIDELINES



- **Participate**
  - Be engaged
  - Be committed to the team
  - Stay focused
  - Openly communicate
  - There are no titles
- **Show Respect**
  - Respect other ideas
  - Consider alternate ideas
- **Make good use of our team time**
  - Come prepared
  - Be goal oriented
  - Review accomplishments at every meeting (did we meet the goal?)
  - Respect time
- **Work together to reach consensus**

We commit to follow our ship's log:

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Tom Willi

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Teresa Aguiar

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Debbie Frederick

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Peter Horton



# CAPTAIN'S CONVENE

- Status Update
- Assess the Crew
- Communication Successes and Situations





# TODAY'S ACCOMPLISHMENTS & EXPECTATIONS

- Establishing the Horizon – Our Vision
- Building the Foundation – Agreeing on the Mission
- Assessing the Crew – Confirming our Values
- Reading the Compass – Identifying the Indicators
- Creating Alignment - Leadership Communication
- Keeping Ship Shape – Developing the Support System
- Next Steps – Strategic Planning



# MAN IN THE DESERT EXERCISE

## LET'S REVIEW YOUR PROBLEM SOLVING METHOD

### ■ What behaviors helped

- The hint
- Being able to talk about it
- We needed everyone's participation
- Peter went for the details

### ■ What behaviors hindered?

- We all had different assumptions
- We dismissed and qualified the assumptions of others
- We tried to do it alone
- Different definitions of package, open and next to

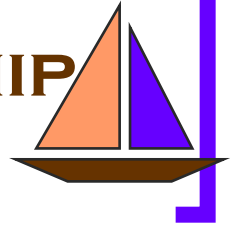


# [ PROBLEM SOLVING PITFALLS ]

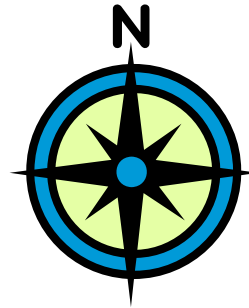
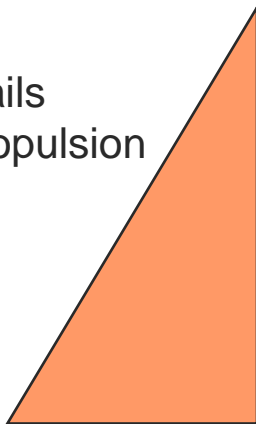
- Making Assumptions
- Differing Perceptions
  - Lack of clarity re: definition of package, definition of opened
- Not listening
  - Pre-occupied with our own ideas and opinions
- Use of lateral thinking skills
  - Creativity



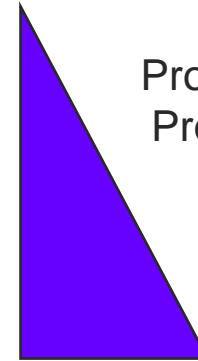
# CORNERSTONES OF LEADERSHIP



Full Sails  
Provides propulsion



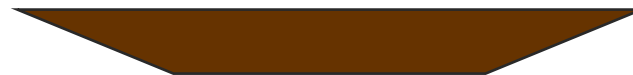
Proper Sail Trimming  
Provides Behavioral  
Direction



***Vision: What will we become in the future?***

***Values: What do we believe in?***

Solid Hull provides the Foundation



***Mission: Why do we exist? What's the purpose?***



# SETTING DIRECTION FRAMEWORK – THE WHAT AND HOW



- What to do!
- Doing the Right Things
  - Goals
  - Objectives
  - Commitment
- How to do it!
- Doing Things Right
  - Policy
  - Methodology
  - Style



***Who's on board?***

***Who's doing what, when, how, and how well?***



# THE PROCESS FOR REACHING ESTABLISHING DIRECTION VISION, MISSION AND VALUES



*BOCC Input*

*Leaders add  
individual detail to  
input*

*Create List &  
Consolidate ideas*

*Group Discussion*

*Agree?*

*yes*

*Reach  
Consensus*

*Confirm*

*Bring to the  
BOCC*

*Agree?*

*no*

*yes*

*Confirm*

*no*

*no*

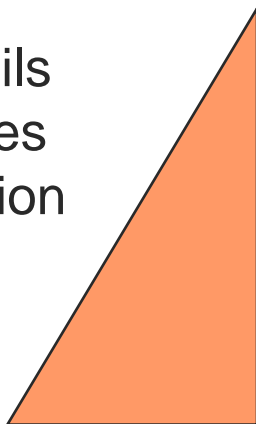


# UTOPIA IN THE FLORIDA KEYS WHAT WILL WE BECOME IN THE FUTURE?

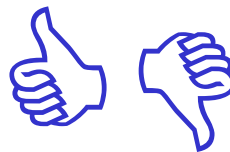


Working and learning together to maintain the diverse community by preserving the natural resources and habitat that makes us a unique and preferred place to live and visit!

Full Sails  
Provides  
propulsion



Are We in Agreement?  
What process do we use?





# THE MISSION OUR PURPOSE WHY DO WE EXIST?

- Mission: The well being and prosperity of our citizens requires government's commitment to quality service that enhances and promotes public safety.

The quality of life and environment in Monroe County, Florida depends upon a partnership among citizens, elected officials and county employees.

Each one of us is the county

Each one of us is striving for success

We are what makes a difference between a good organization and an outstanding one.

*THE SOLID HULL*

*PROVIDES THE FOUNDATION*



## CREATE LIST CONSOLIDATE IDEAS IF NEEDED

- Excellent service to the citizens of Monroe County through efficiency and integrity
- Maintain and enhance the quality of life by providing effective and efficient service to our community.
- The mission of Monroe County is to deliver cost effective, quality services that meets the public needs for today as well as tomorrow.
- Monroe County is committed to providing responsive public services based upon the needs of our citizens, environment, and unique community; and continuously improving those services.
- Monroe County provides services and facilities that reflect community priorities while continuously improving cost effective delivery of services to our citizens.



## CREATE LIST CONSOLIDATE IDEAS IF NEEDED



- The mission of Monroe County is to provide outstanding public service responsive to the needs of our citizens, our unique community, and our environment.

# ASSESSING THE CREW

## CONFIRMING OUR VALUES

### NAVIGATING THE “FIVE SEAS”



Proper Sail Trimming  
Provides Behavioral  
Direction

#### ■ We value open, accessible government

- A government cannot be dishonest if its actions are taken openly, and honest government is our first responsibility. Openness encourages competence because it subjects our actions to public scrutiny.

#### ■ We value fiscal responsibility

- Careful management of our financial resources demonstrates our respect for the citizens who taxes support our organization. Fiscal responsibility recognizes that most problems cannot be solved by money alone, and therefore demands fresh approaches and creativity in addressing issues.

#### ■ We value a spirit of professionalism

- We believe that successful completion of the task is more important than who gets the credit. A professional attitude dictates a dispassionate analysis of issues, free of personal biases and with a commitment to the organization and the county.

#### ■ We value a humane organization

- We believe that our work should be a source of enjoyment and satisfaction. We place great emphasis upon personal qualities that contribute to that environment, informality, humility, energy, independence of thought, a ready sense of humor and a caring attitude.

#### ■ We value organization self-sufficiency

- To insure the continuity of County services and programs, we encourage the use of local resources to meet local needs.

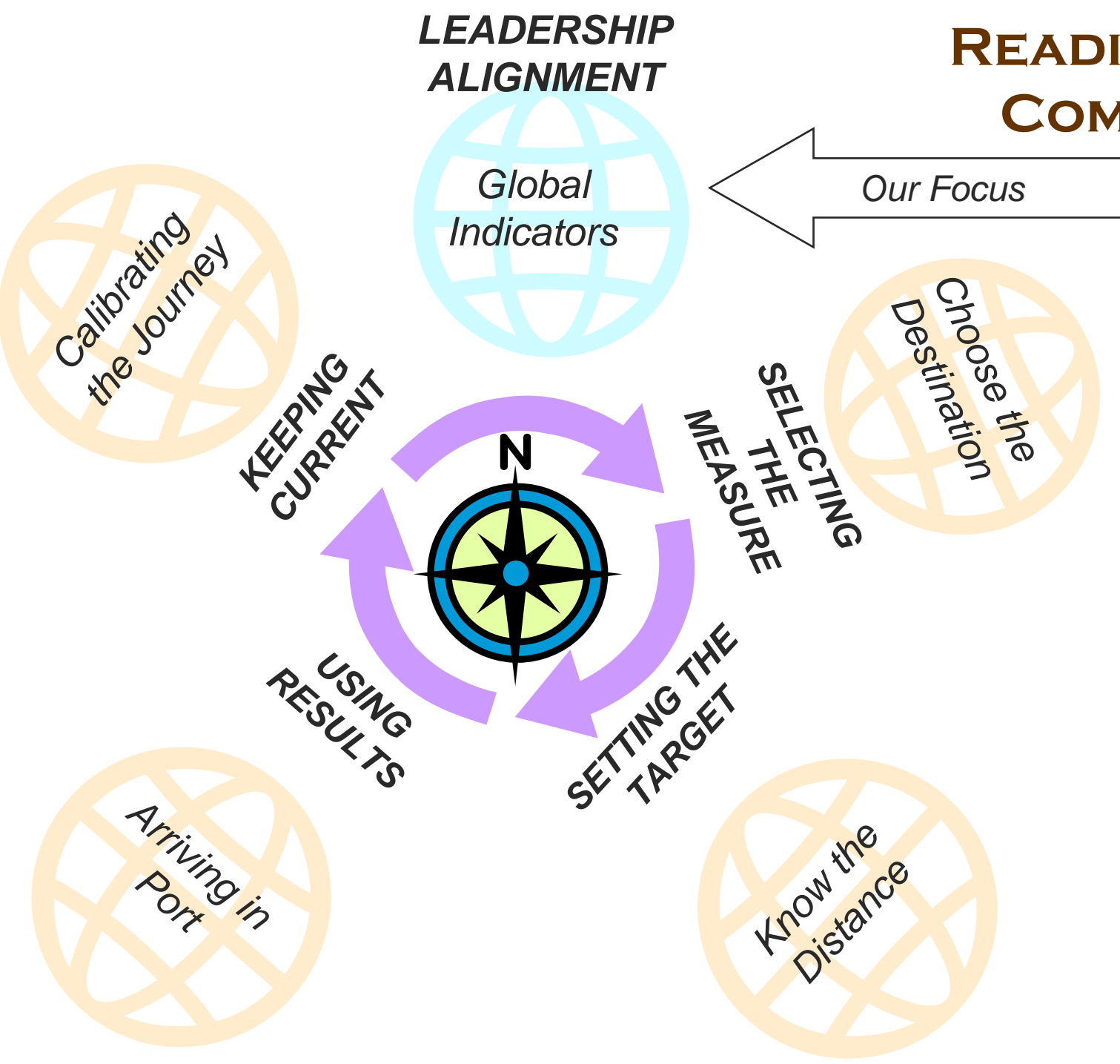


# IDEAS ON VALUES



- We value integrity
  - We believe that government service is the highest career calling.
  - Our actions should be beyond reproach.
  - We place great emphasis on truth and honesty in all of our actions.
  - The public trust is sacred to us.
- Competence: Provide service in a knowledgeable manner
- Creativity: Be fiscally responsible and efficient
- Commitment: Ethical and professional when providing services.
- Caring: Positive and supportive work environment.
- Communication: Work together to provide and receive information and services

# READING THE COMPASS







# CHARTING THE COURSE THE POWER OF ENGAGED LEADERSHIP

- Vision establishes What we look like in the future.
- Mission describes why we exist and what is our purpose
- Values describe a set of behaviors for staff to use to perform routine work towards achieving the long- term objectives of Monroe County
- Measures tell you that the objectives are attained and the vision is being achieved
- Objectives describe the actions that result in achieving the vision.



# CHARTING THE COURSE THE POWER OF ASSESSMENT

Measures are a prerequisite for improvement:

- Measures allow us to set clear goals and monitor trends
- Measures show how effectively we use resources
- Measures allow us to see how effectively we are achieving our goals
- They provide the data that allow us to identify opportunities for improvement
- Measures focus people's attention:

..... ***what gets measured gets done!***



# CHARTING THE COURSE THE POWER OF ACHIEVEMENT

- Easy = often provides poor information e.g., number of calls = **easy**
- Nice = selected to demonstrate good results e.g., number of calls answered by third ring = **nice**
- Right = selected because performance matters e.g., customer complaint resolution time = **right**

**Right measures are often difficult to collect and may be embarrassing because they accurately indicate poor performance.**

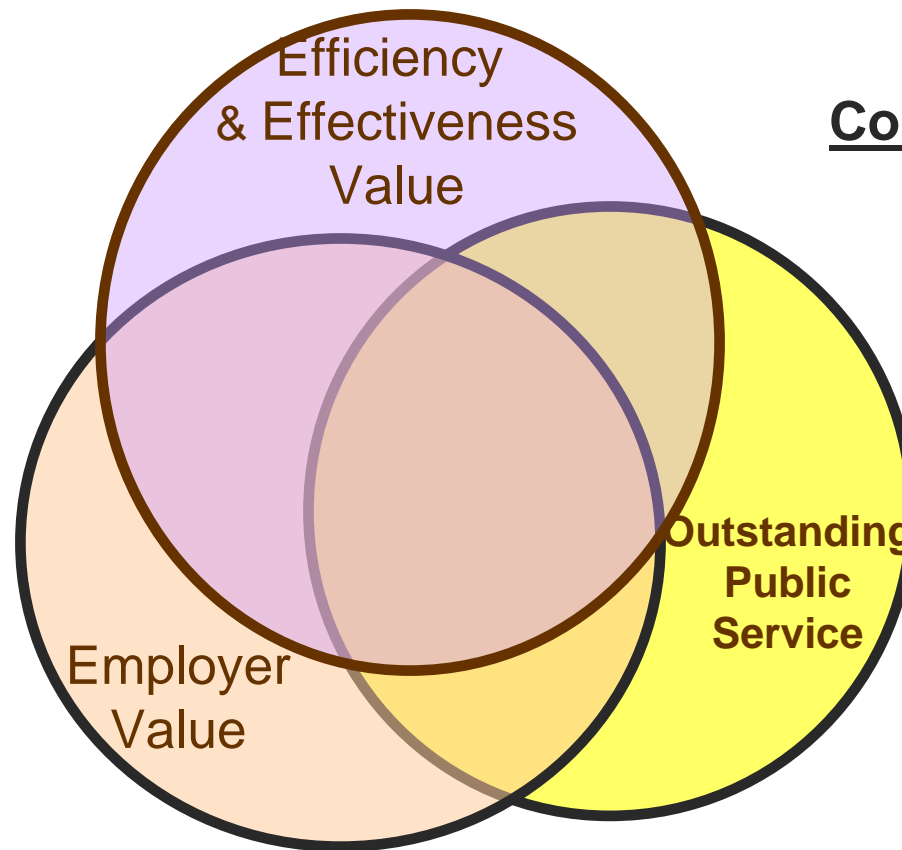


# EFFECTIVE MEASUREMENT THE POWER OF INVOLVEMENT

- The effectiveness of a *right* measure can be evaluated by assessing how well it is...
    - Related to customer and business requirements.
    - Defined by activities of work process operations.
    - Practical to collect and analyze.
    - Able to drive desired performance results.
    - Understood by people in the process.
    - Used to improve work process performance.
    - Used to recognize team or individual contributions.
- Measure to learn, don't measure to report**



# INDICATORS LINKED TO DIRECTION



County Level

Operations Level

Business Level

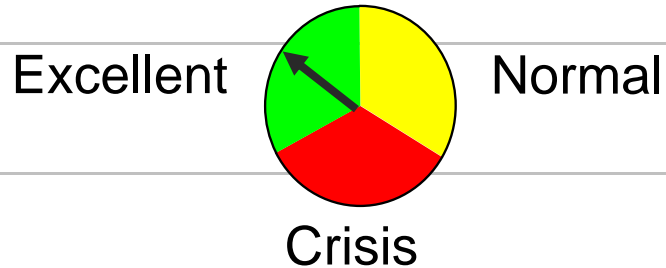
Values = Desired Organizational Behavior



## READING THE COMPASS: THE POWER OF KNOWLEDGE

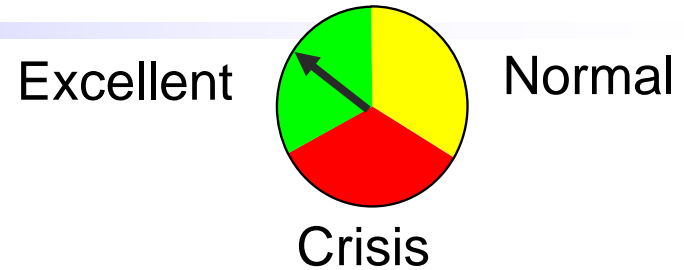
Balance the measures to show how performance affects all of the organization's stakeholders, not just the agency's viewpoint.

### OVERALL CONDITION

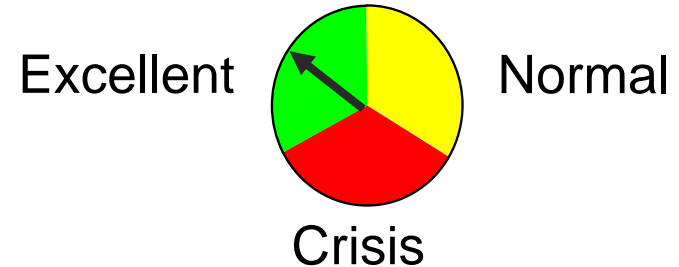


Simplify the measurement system to the smallest metric required to manage effectively:

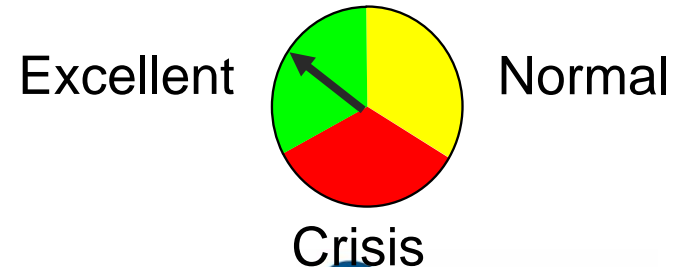
### County Measure: EFFECTIVENESS



### Employee's Measure: MORALE

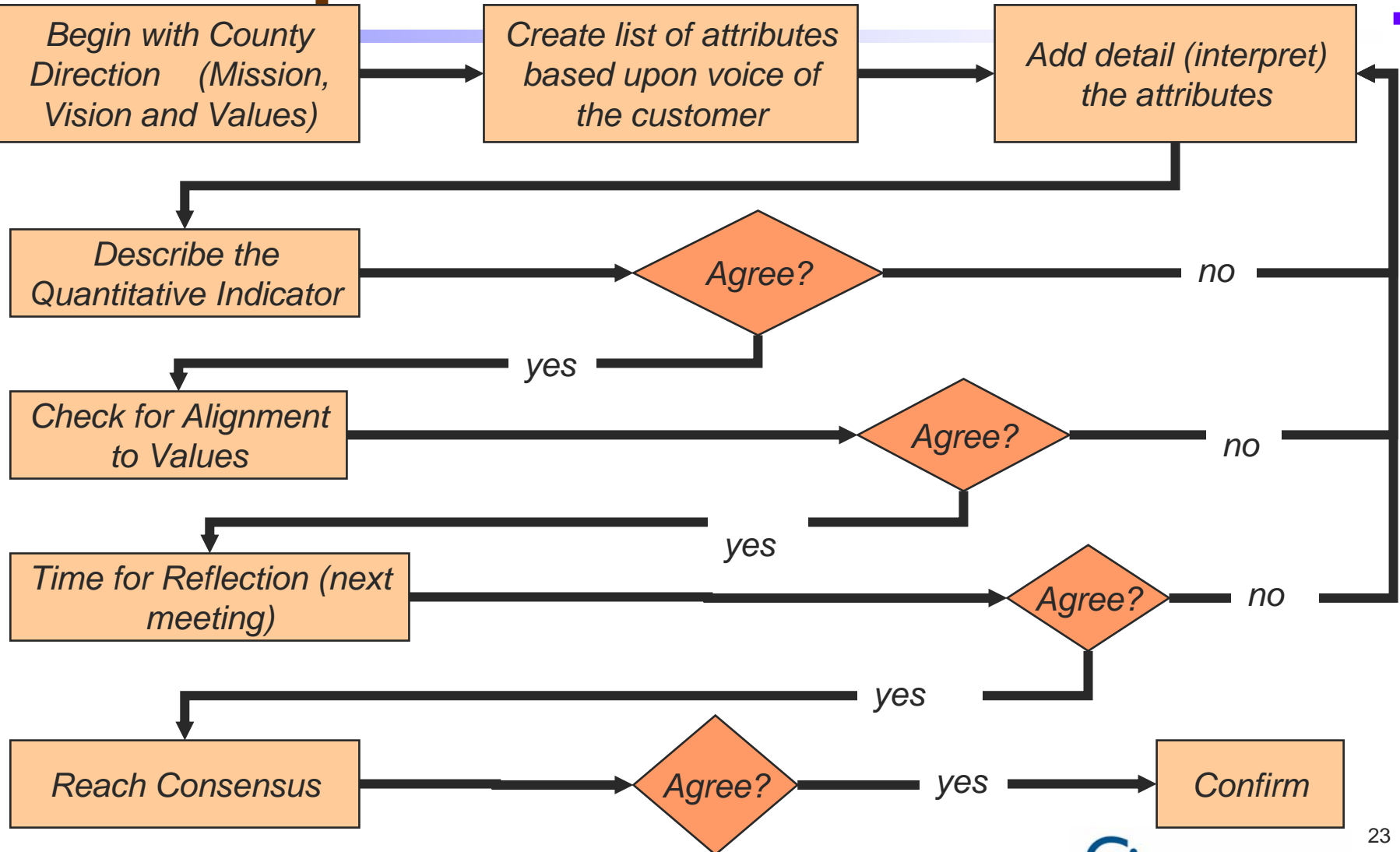


### Citizen's Measure: SERVICE



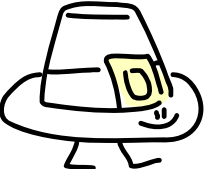
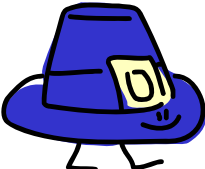


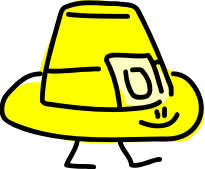



# ESTABLISHING OUR GLOBAL INDICATORS

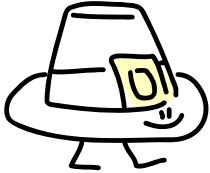
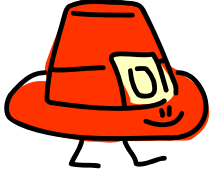


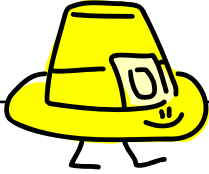



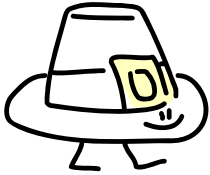
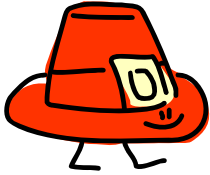
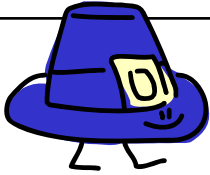

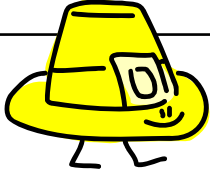
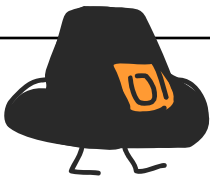


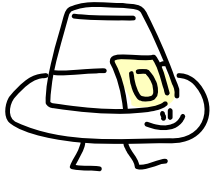

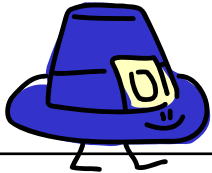

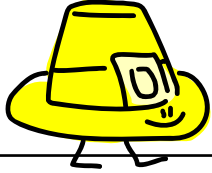

# DE BONO'S "6 THINKING HATS" ANOTHER TOOL FOR FOCUSED, OPEN COMMUNICATION

<p><b>FACTS</b></p>  <p>Information known or needed Just the facts</p>	<p><b>DETAIL</b></p>  <p>Descriptor Clarification</p>
<p><b>FEELING</b></p>  <p>Intuition or Hunches Viewpoint</p>	<p><b>CREATIVE</b></p>  <p>New Ideas Possibilities</p>
<p><b>LOGICAL POSITIVE</b></p>  <p>Values and Benefits What may work</p>	<p><b>LOGICAL RISK</b></p>  <p>Critical What is in the Way</p>



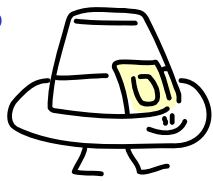
THE FACTS		Our task is to determine the indicators we want everyone to know will make let us know we are a success
FEELINGS		If we are the user of our services,, what do we think would be said about our outstanding service?
DETAIL		Let's be specific and describe it
CREATIVE		What ways can we transfer the great qualities in the letter to something quantitative
POSITIVE		Can we give an example of what an indicator of success might be?
RISKS		How might this indicator show poor performance?

THE FACTS		Our task is to determine the indicators we want everyone to know will make let us know we are <b>Efficient &amp; Effective</b>
FEELINGS		A great experience when I went to the county for services. They were fast, the fees seemed fair, I got an answer
DETAIL		Professional, Courteous, Responsive, <u>Resolved the issue</u> , <b>Prompt</b> , Used common sense, didn't waste my tax dollars
CREATIVE		Timely (cycle time), % issues solved, cost per unit of service, Progress of long term plans
POSITIVE		Capital planning, permitting costs, emergency operations
RISKS		Budget overruns, high cost, overtime,

THE FACTS		Our task is to determine the indicators we want everyone to know will make let us know we are <b>Providing Outstanding Public Service?</b>
FEELINGS		Above and beyond the call of duty, very satisfied, proactive, cared about me,
DETAIL		Stayed until resolved, went out of their way, listened to me, let me vent, exceeded expectations, provided information before I asked for it, courteous
CREATIVE		Resolution time (cycle time), availability of service, % satisfied, % of complaints or compliments,
POSITIVE		Web enabled, survey, letters of praise, calls, emails
RISKS		Complaints, meet deadlines, greater number of complaints than compliments, low ratings

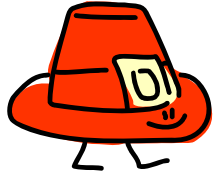
THE FACTS		Our task is to determine the indicators we want everyone to know will make let us know we are <b>Have High Morale?</b>
FEELINGS		Love coming to work every day, I like what I do, Treated with respect, I give input, I'm happy, like who I work with, I'm safe, Like the boss
DETAIL		I don't miss work ever! Great attitude! Productivity is up! I get asked for input! I get recognized! I get rewarded!
CREATIVE		Rate of Absenteeism, Rate of Turnover, % Satisfaction, # of awards, customer sat and e & e, 360 results, training levels
POSITIVE		Evaluation ratings, customer service, vacancy rates – no jobs available in County
RISKS		Mass employee exodus, poor ratings, complaints from employees, customer service declines, lots of sick leave use

THE FACTS

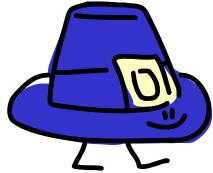


Our task is to determine the indicators we want everyone to know will make let us know we are **Other?**

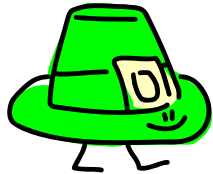
FEELINGS



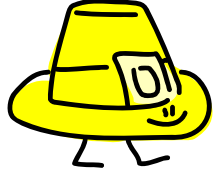
DETAIL



CREATIVE



POSITIVE



RISKS





# KEY INDICATORS FOR MONROE COUNTY

## County Level

Timely (cycle time)

% issues solved

cost per unit of

service, Progress of  
long term plans

## Operations Level

Absenteeism

Turnover

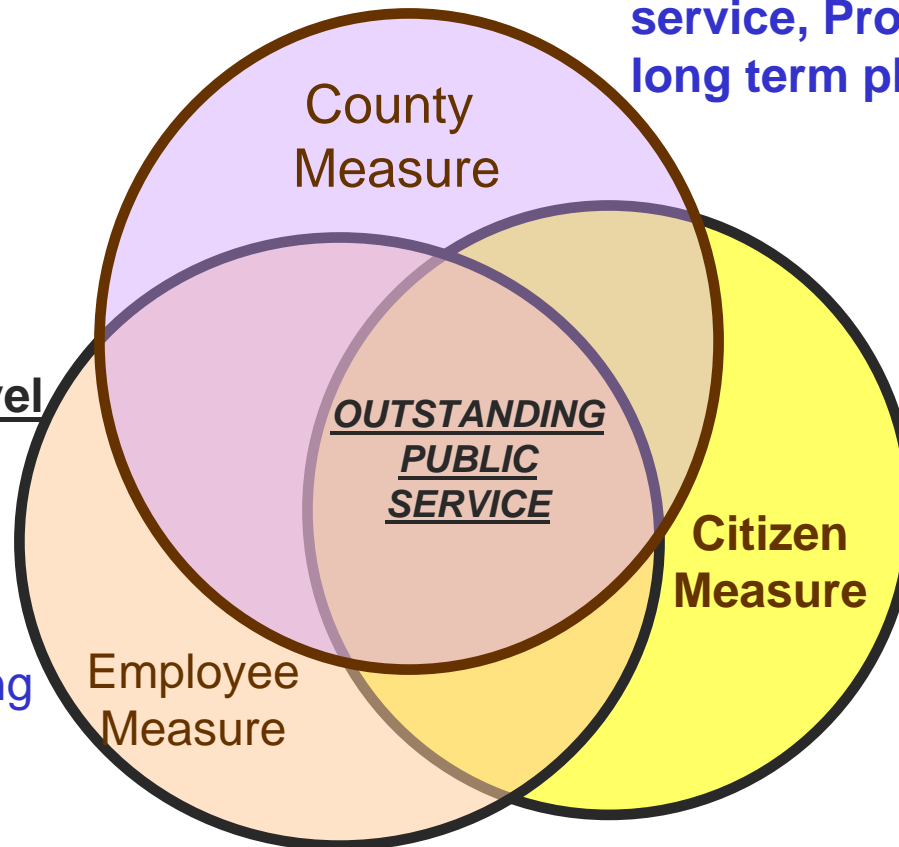
% Satisfaction

360 Feedback

Levels of Training

Efficiency &

Effectiveness



## Business Level

Resolution time  
(cycle time)

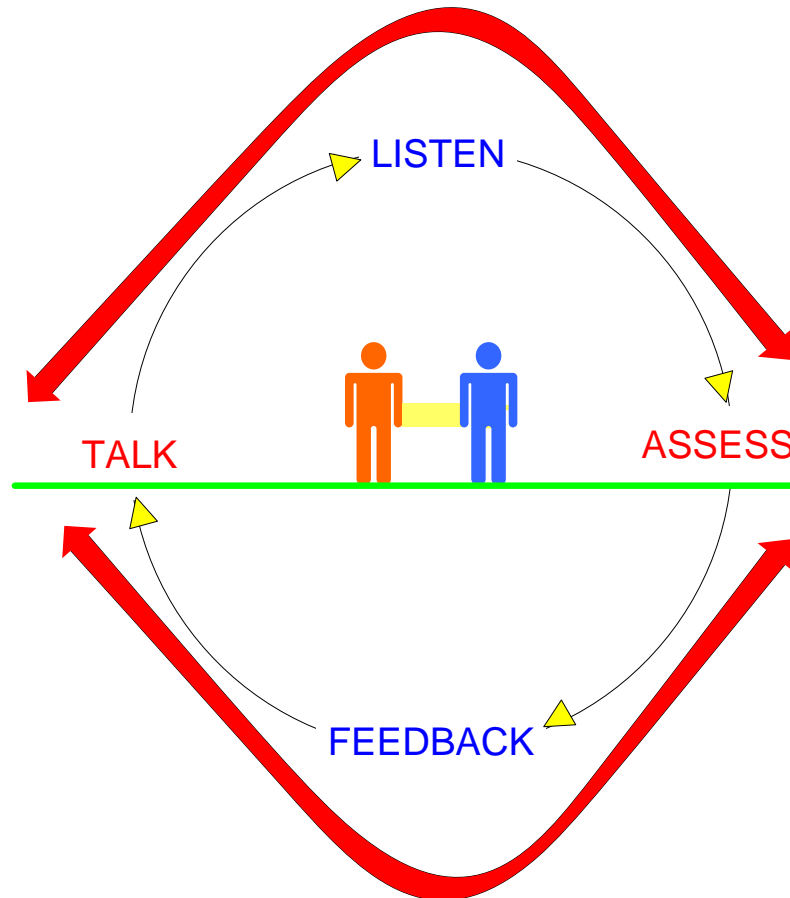
availability of service,  
% satisfied

% of complaints or  
compliments

Values = Desired Organizational Behavior



# COMMUNICATION PROCESS





## NEXT STEPS



- What are the key issues to be communicated in the next month?
- How might you change your current method of communication to become more effective?
- Can we walk through this process?





# MEETING MESSAGE



- What did we do today?
  - Formulated Mission and Values
    - Review and Confirm them
  - Confirmed Vision
  - Developed a process to select KEY indicators of success
    - Review them and confirm them
  - Learned how to enhance communication
  - Ensure alignment of key roles to direction to indicators
  - Committed to our Leadership Operating Guidelines
- Have Division Directors aligned their mission to the County mission (helps meet our alignment to values – it sets direction, sets the example and educates the directors)



# ESTABLISH A NAVIGABLE COURSE! FOR ACTION, RESULTS AND EVALUATION

- Strategic planning allows you to translate direction into a management system!

So everyone knows which is the right direction and the crew is capable of planning and acting in accordance!





## FOCUS ON PROCESS



- Setting up the Process
- Who Should be involved?



# CONTINUING THE JOURNEY NEXT PORT OF CALL

- Item - Debbie lead discussion
  - Sterling Conference
  - Future Sterling Examiners
  - Future Budget
- Next Meeting Date–
- Homework – May 12
  - Meet between now to affirm and confirm mission and indicators
  - Create value format and confirm
  - Communicate Key Roles and Mission to Division Directors
  - Bring Direction (MVV to BOCC)





# CONTINUOUS IMPROVEMENT

*What did we do well and what could we add to improve your knowledge.*

## WWW

- + Met our objectives of the day
- + Worked well together, better than last time
- + Greater participation
- + Did well on communication
- + Improved at reaching consensus
- + Like Nautical Theme

## OFI

- △ Confusing how the hat process fit into the measure – didn't like being the leader of the group
- △ Make a better connection between your learning style and ours.